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*Chair of the Assembly of the Academic Senate
Faculty Representative to the Regents
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200*

February 8, 2017

**AIMÉE DORR
PROVOST AND EXECUTIVE VICE PRESIDENT
UNIVERSITY OF CALIFORNIA**

Re: Assembly approval of Doctor of Nursing Practice (DNP) degree program at UC San Francisco

Dear Aimée:

At its February 8, 2017 meeting, the Assembly of the Academic Senate accepted CCGA's recommendation to allow the UC San Francisco campus to establish a new Doctor of Nursing Practice (DNP) degree program on that campus.

Because this is a new degree title, Assembly approval is required under Senate Bylaw 116.C, which directs the Assembly to "consider for approval proposals for the establishment of new graduate degrees received from the Coordinating Committee on Graduate Affairs and requiring approval by the President."

I am enclosing CCGA's report on its review of the new degree, and respectfully request that your office complete the process of obtaining the President's approval.

Sincerely,

A handwritten signature in blue ink that reads "Jim Chalfant".

Jim Chalfant, Chair
Academic Council

Cc: Academic Council
Senate Director Baxter
Senate Executive Directors



COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)

Kwai Ng, Chair
kwng@mail.ucsd.edu

ACADEMIC SENATE

University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

January 26, 2017

ACADEMIC COUNCIL CHAIR JIM CHALFANT

Dear Jim:

Coordinating Committee on Graduate Affairs (CCGA) voted earlier this week to approve UCSF School of Nursing's proposal to establish a new Doctor of Nursing Practice (DNP) degree program. Before the vote, the proposal was discussed in the January meeting on the 4th. Given UCSF's urgency to schedule on-site accreditation review for the program, an email vote was taken among CCGA's members this week. Nine voted in favor; two abstained (both from UCSF); and one did not vote.

The UCSF's DNP Degree Program was proposed as a Self-Supporting Graduate Professional Degree Program (SSGPDP). As a self-supporting program, all operations will be supported by the DNP program budget. The program will initially charge an annual tuition fee of \$61,985 for each student. According to the proposers, tuition is set to allow for an adequate operational budget, while ensuring marketability of the program.

UCSF's program will be the first of its kind among the ten UC campuses. There are now a growing number of DNP degree programs across the nation. As a professional practice-focused doctorate program, the DNP aims to develop competencies for advanced clinical and leadership roles in nursing. Of the current top ten ranked U.S. nursing schools (U.S. News and World Report 2015), all but two have active DNP degree programs. UCSF, currently ranked second, is one of the two. In the state of California, there are eight DNP degree programs at private institutions. In addition, the California State University (CSU) system offers the DNP degree through one of two consortium programs.

The proposal was transmitted to CCGA in June 2016. Michael Coffey was assigned the lead reviewer in our August meeting. The program's curriculum adopts a hybrid non-traditional format. It has a substantial online component. Approximately half of the coursework, including eight core courses and components of four project courses will be delivered using web-based strategies. It will require approval from the Western Association of Schools and Colleges (WASC). Additionally accreditation will also be obtained from the Commission on Collegiate Nursing Education (CCNE).

The anticipated enrollment for Year 1 is 18 students with an increase to stable enrollment of 30 students by Year 3. As a doctoral program, it will build on master's level competencies in clinical practice, scholarship, leadership, and advocacy. Students will be mentored in their roles through residencies with nursing leaders and/or leaders in senior healthcare management positions. On-site intersession courses will be held at the beginning, midpoint, and conclusion of the curriculum to provide students with the opportunity to interact directly with peers and faculty.

The DNP program is designed to complement the existing PhD program as well as other campus programs by providing opportunities for collaboration around the generation and translation of research. UCSF emphasized that the program would not interfere with the enrollment or resource allocation of existing programs, including the current Master's program.

CCGA received five reviews for the proposal, two external (non-UC) and three internal (UC) reviews. The reviewers were overall very positive. Reviewers agreed that UCSF has an excellent faculty in its School of Nursing to provide high quality training and education to DNP students. The reviewers did raise a few concerns. Several reviewers mentioned the challenges of providing adequate mentoring for the required capstone project. Reviewers questioned whether enough faculty members would be involved in mentoring capstone projects. The proposers responded by affirming that intensive mentoring would be provided. Each DNP student will have a three-member committee, two of which are faculty members. Student-faculty ratio will also be kept at a low 6:1 ratio in the first year. Another concern was the degree of faculty involvement beyond teaching for the program. In their response, the proposers provided additional information to explain the role of faculty in admissions, recruitment, student counseling, and supervising capstone projects.

CCGA also received the review conducted by UCPB. UCPB criticized the low level of return to aid the proposers were willing to commit. This was echoed by some CCGA members in our discussion. According to the cost analysis provided, \$1,000 per student was set aside for return to aid. This means that with a targeted 18-student first-year cohort, \$18,000 would be set aside, that in turn means that the program can only grant one student 30% tuition discount in the first year. Both CCGA and UCPB urged UCSF to raise its return to aid. In their response, the program did not commit to earmarking more money for aid. It however pledged to fundraise for student support as soon as the program was approved. It added that the School of Nursing had a strong track record of fundraising. The School of Nursing provides over \$1m in student scholarships to its state-funded programs overall annually.

CCGA understands the initial "set up" costs of the DNP program are high. Its cost analysis estimates operating losses in its first two years of operation. That said, CCGA urges UCSF School of Nursing to commit more money for student support through fundraising, and to evaluate whether the current level of aid is adequate for attracting a competitive and diverse student population, once the program has reached its steady and revenue-generating state in the third year.

As you know, CCGA's approval is usually the last stop of the Academic Senate side of the systemwide review and approval process except when the new degree title must be approved by

the President, under delegated authority from the Board of Regents. According to the Academic Senate Bylaws, the Assembly of the Academic Senate (or the Academic Council if the Assembly is not meeting within 30 days of CCGA's approval) must approve new degree titles. Given its status as a new graduate program title on the UCSF campus, CCGA submits its approval of the Doctor of Nursing Practice degree program for formal approval by the Assembly of the Academic Senate. For your information, I have included our lead reviewer's final report as an enclosure.

Respectfully submitted,



Kwai Ng
Chair, CCGA

cc: Shane White, Academic Council Vice Chair
CCGA Members
Hilary Baxter, Academic Senate Executive Director
Jocelyn Banaria, Academic Senate Associate Director
Michael LaBriola, Academic Senate Analyst
Ruth Greenblatt, San Francisco Division Senate Chair
Todd Giedt, San Francisco Division Senate Executive Director
Ken Laslavic, San Francisco Division Senate Analyst

Enclosures: (1)



MICHAEL DAVID COFFEY, PROFESSOR
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COORDINATION COMMITTEE ON GRADUATE AFFAIRS (CCGA)
January 4, 2017

Lead Review on the proposed UCSF Doctorate of Nursing Practice

Background

The Doctorate of Nursing Practice (DNP) has become the 'standard', the degree that recognizes advanced clinical nursing practice DNP-prepared APRNs (Advanced Practice Registered Nurses). APRNs are in high demand and this need is projected to grow dramatically according to the Bureau of Labor Statistics. From 5 programs 10 years ago the number has grown to 250 in 2016. Surprisingly, not a single DNP is offered by public universities in California. The few such programs offered in California are in private universities where the cost is beyond the reach of many qualified nurses. UCSF School of Nursing is one of the top 5 programs nationally and as such should set a high standard in clinical, research and administrative training of future APRNs.

Applicant Pool and Graduate Prospects

Based on the reviewers comments this will be one of the great strengths of this timely proposal to establish a DNP. UCSF has the quality and diversity of PhD and DNP-trained faculty to provide a high quality training to nurses to ensure an advanced education in health needs vital to the California population.

Quality and Academic Vigor of proposed DNP

The proposed program is designed to meet both UC and national guidelines set by the American Association of colleges and Nursing's (AACN) The Essentials of Doctoral education for Advanced Nursing Practice. The proposed DNP includes advanced coursework beyond master's degree training and includes organizational and systems leadership for quality improvement, information systems/technology, health care policy/advocacy, and advanced nursing practice. Accreditation of the program will be provided by the Commission on

Collegiate Nursing Education (CCNC). The Capstone or Scholarly projects are outlined and follow national guidelines to design projects utilizing evidence-based interventions to change clinical practices.

Adequacy of Faculty, Facilities and Budgets

The core faculty in the proposed DNP consist of two tenure track and four clinical track professors with international leadership in nursing education, research and advanced clinical research. One Academic Senate member, Dr. Chen, will serve as Program Director, and is well qualified as past chair of the Nursing Faculty Council as well as the Doctoral Program Council. The quality and diversity of the core faculty with strengths variously in active clinical practice programs plus productive programs of faculty practice scholarship, was considered adequate both in quality and numeracy for this proposed DNP. One reviewer suggested that a DNP-prepared nurse who best understands this type of degree program might be best placed as Program Director.

Based of the information provide where \$800,000 was available to start this program funding appeared adequate. However, more analysis and input should be provided by the University Committee on Planning & Budget.

Mike Coffey

